

**Agenda item:** Item 9.3 Appendix B  
**Date:** 22 March 2018  
**Subject:** Summary of stakeholder consultation  
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## 1. Purpose of paper

- 1.1 Report to the Policing Plan Group to provide a summary of the findings from consultation activities undertaken in support of the new performance framework and proposed 2018/19 Policing Plans.

## 2. Background

- 2.1 For the current year (2017/18) the Authority's approach to setting policing plans was fundamentally changed, with a conscious move away from plans primarily focused around binary (pass/fail) numerical targets to those which are framed around a suite of commitments and supporting indicators. This move was well received by stakeholders although there was some initial anxiety about continued visibility of wider performance data. BTP committed to engage with partners on the development of the final suite of indicators and external representation was secured both at the working group to develop the indicators and at the ongoing Force performance meeting where overarching performance is reviewed and actions planned.
- 2.2 At the first meeting of the 2018/19 cycle this working group committed to continuing with the revised approach to setting performance commitments and gave a direction to build a set of plans for the year ahead which was based on that model.

## 3. Engagement on 2018/19 plans

### AGM

- 3.1 The Authority hosted an Annual General Meeting (AGM) event in November 2017 at which the direction of travel on the new Strategy and supporting policing plans was set out. The broad approach and emerging areas of focus were supported but it was clear that there is a growing emphasis on the need to identify the key measures and indicators through which the industry could be kept updated on

performance and planned actions.

### Local meetings

- 3.2 As in recent years BTP hosted local stakeholder consultation meetings in each Sub-Division throughout November and December, with most sessions also being supported by BTPA. The meetings were well attended, with representatives drawn from Train Operating Companies (TOCs), Freight Operating Companies (FOCs), Network Rail Routes, and other organisations including Transport Focus and other public authorities. The value of these meetings is growing each year and it seems to be at this stage of the process that stakeholders are focusing their efforts to engage.

### Final consultation on 2017/18 Policing Plans

- 3.3 The consultation on final proposals on national and local commitments and measures took place between 5<sup>th</sup> and 26<sup>th</sup> February with two email reminders sent out during this time to encourage a greater response rate. The consultation details were sent to stakeholders from a range of organisations, including TOCs, FOCs, Network Rail, Transport Focus and others, including the Rail Delivery Group (RDG) and passenger transport authorities.
- 3.4 Online responses were received from 11 organisations with a further response submitted by email and one follow-up phone call confirming there were no comments in addition to those made in the local planning meetings. While not all respondents identified which organisation they were submitting comments for, by reviewing those that did identify themselves we have received feedback from a spread of stakeholder groups. (The policing plan consultation was run in parallel with engagement activities on the Strategic Plan and this may have resulted in stakeholders focusing efforts on responding to the strategic document rather than the annual delivery plans.) Coupled with the attendance at the launch AGM and the local planning meetings we have had good engagement from our stakeholder groups during this year's planning cycle.

### Other activities - TfL

- 3.5 A number of additional meetings were held with Transport for London (TfL) which is no longer bounded by a separate operating division within BTP - falling across both South and North Sub-Divisions. On the basis of those discussions an updated draft of TfL's proposals are included in the representations made by BTP at Agenda Item 5. These proposals are still subject to final review and approval by the TfL Board and as such we are unable to confirm that

they should be taken as consistent with TfL's final response however, we do not envisage any significant changes to these proposals ahead of approval by the full Authority at the end of March.

#### Performance pillars and national proposals

- 3.6 All but one of the responses received supported the proposed wording of the pillars; the only challenge offered was around the wording of the overarching 'preventing and detecting crime' pillar which was perceived to be conflating two separate issues and which, it was suggested, should be split out into two separate pillars. Members may wish to reflect on this suggestion but based on a single response it is recommended that, subject to any further discussion in this meeting, the pillars and national commitments are retained as currently presented.
- 3.7 Also of note, a small number of the respondents asked how volume crime would be managed given the proposal to shift focus to higher harm crimes and incidents. Their primary concern is that it is the overall crime numbers which feed the calculations within the cost allocation model so any increases in volume crime may negatively impact individual charges. A commitment to continue to monitor all crime types and address areas where a risk is emerging, coupled with a draft strategic commitment to review the cost allocation model may go some way to alleviating these concerns.

#### **Performance Framework - national measures and indicators**

- 3.8 Again, no significant challenges were made to the proposed national commitments or to the suites of measures but, a year into using the new performance framework, there were some observations from stakeholders about which measures are most important and which still needed further work. Improving transparency has been a recurring theme in the consultation on both the policing plan and the overarching Strategy; therefore it is recommended that the identification of the final key performance indicators for each pillar should be done in consultation with stakeholders so they are sighted on what is being measured, how it is being measured and what action is being taken to address risks.
- 3.9 Other issues raised in relation to measures which the Authority will want to be assured are being taken into consideration in future reporting include;
- Response rates for immediate and priority calls - this is seen as an indication both of whether BTP has deployed its resources

in the right places/at the right times and about the quality of service being provided

- Specific measures and indicators for freight operators – there is an appetite to work with BTP to develop freight-based reporting and to share data to help address issues specific to freight. For example freight operators are particularly keen to understand how BTP is analysing and responding to trespass incidents impacting on freight operators – this might be a suitable topic for a national Problem Solving Plan (PSP) out of which future performance indicators emerge.

### **Local Commitments**

#### *B Division*

3.10 The majority of respondents agreed with the proposals for B-Division. As set out at para 3.5 above further discussions with TfL have resulted in the most material amendments to the proposals reviewed at the last meeting of this working group. The rationale for these changes is described in that paper.

Two further themes emerged from the feedback for this Division.

- The emerging risks from criminal damage (and graffiti specifically) was raised by three respondents and has been picked up by BTP in its amended proposals
- An emerging issue around begging at some locations which are perhaps best addressed through a local PSP

#### *C Division*

3.11 All stakeholders providing a response were supportive of the proposed C Division Local Commitments. No further suggestions were made.

#### *D Division*

3.12 All respondents were supportive of the proposed D Division Local Commitments.

#### *A Division*

- 3.13 At the time of the consultation no proposals had been received from BTP in respect of A-Division so no feedback was sought. Proposals are not included in the paper at Agenda Item 5.

#### **4. Next Steps**

- 4.1 The Executive to develop a communication plan and draft narrative to accompany the launch and publication of the final Plans; this should build on and be aligned with the messaging a new strategic plan.
- 4.2 BTP to develop a delivery plan setting out timeframes and approach to gathering and analysing data and reporting on assessments of performance to a range of internal and external audiences (we suggest this covers local reporting at a sub-division level through to senior stakeholders, for example the Rail Delivery Group).

#### **5. Recommendations**

- 5.1 The Policing Plan Group to review this summary of consultation feedback alongside the proposed 2018/19 Policing Pillars, Commitments and Indicators, as outlined at Agenda Item 5.
- 5.2 That BTP and the BTPA Executive further consider and review any key themes from the consultation or from discussion in this meeting that are not currently addressed in BTP's updated proposals. This to be done prior to the plans being recommended to the Strategy and Planning Committee for final sign-off by the full Authority on 22<sup>nd</sup> March.